

Directional Shift 1: The Place and the Park, on a Landscape Scale

Our Focus:	2018-19 Priority Actions	Progress (RAG)
1. The Dark Peak	1. We will have agreed and be implementing actions for the four key moorland issues identified through the partnership with moorland owners. (These are visitor engagement, fire risk, resilient sustainable moorland and moorland birds).	AMBER
	2. We will have a clear vision for our work in the Dark Peak and South Pennines to 2050.	AMBER
2. The South West Peak	<i>In delivery stage</i>	
3. The White Peak	3. We will have a White Peak Partnership that is delivering agreed priority actions.	AMBER
4. The Whole Park	4. We will have agreed and established a system of monitoring at a landscape scale working with our partners and local communities.	AMBER
	5. We will have continued to build the case for public payment for public goods with the support of NPE (Future of Farming paper and using the White Peak as an example) and other partners through the NPMP. We will support farmers through the changes in support schemes to help them keep farming in a way that sustains and enhances the special qualities.	AMBER

Corporate Indicator	Target 2018-19	Status at Q3
1. Stage of development of landscape scale partnership programmes	Stage of development	
a) Moors for the Future	a) Mature Partnership	a) Achieved
b) South West Peak Partnership	b) Operational Plan	b) Achieved
c) White Peak Delivery Partnership	c) Operational Plan	c) On target
d) Sheffield Moors Partnership	d) Vision	d) Achieved

Overview:

The Moors for the Future Partnership (MFFP) continues to deliver restoration on the ground, working with partners and landowners and is currently at its most active delivery stage in its 15 year history. The Partnership and the Authority are working with partners to assess the impact of the 2018 moorland fires and to consider ways to reduce future fire risk. The Birds of Prey Initiative report was published in December and shows disappointing results for some species. The White Peak Partnership is working through task and finish groups on key areas for development, particularly post-Brexit. The White Peak Pilot Ideas proposal has been accepted for phase 1 of Defra's Tests and Trials for the new Environmental Land Management scheme. The South West Peak Landscape Partnership is now actively in the delivery stage. In September, the Government published the Agriculture Bill, which sets out how farmers and land managers will in future be paid for "public goods", such as

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better air and water quality, improved soil health, higher animal welfare standards, public access to the countryside and measures to reduce flooding. This will replace the current subsidy system of Direct Payments.

In December, the Authority responded to the Glover review of designated landscapes, arising from the Government's 25 Year Plan to Improve the Environment. Julian Glover, the Chair of the review panel, visited the Peak District with some members of the panel and met the Authority and partners in October.

Progress against priority actions, indicator(s) and focus:

Priority action 1): *We will have agreed and be implementing actions for the four key moorland issues identified through the partnership with moorland owners (These are visitor engagement, fire risk, resilient sustainable moorland and moorland birds).*

Some variable progress has been made on these four issues. The Birds of Prey Initiative report was published in December, noting the mixed success of birds of prey in the Peak District. The Resilient Sustainable Moorland Group has been considering how the use of Long Term Management Plans would help to address issues, including the need for moorland tracks and officers have met with Natural England to discuss this. The two enforcement notices that were served relating to moorland tracks during Q2 have been appealed against. The Fire Operations Group (FOG) Fire Risk sub-group has further developed a strategic approach to vehicular access, water sources and fire mitigation zones.

Priority action 2): *We will have a clear vision for our work in the Dark Peak and South Pennines to 2050.*

A workshop with partners to discuss our vision for the Dark Peak took place in November and a report was produced. A further meeting with partners will be held in February to produce a final vision.

Priority action 3): *We will have a White Peak Partnership that is delivering agreed priority actions and we will have explored funding opportunities for delivery of the agreed priority actions.*

The Agriculture Bill was published in September, setting out the Government's approach to public payment for public goods. A seven year transition period, from existing agricultural subsidies to the new system is proposed. The proposed White Peak Pilot Ideas proposal has been accepted by Defra as part of its phase 1 testing and trialing of some of the initial building blocks for the new Environmental Land Management scheme.

Priority action 4): *We will have agreed and established a system of monitoring at a landscape scale working with our partners and local communities.*

Officers have started work on designing and setting up a landscape monitoring system, together with planning for a review of the Landscape Strategy (2009, with a 10 year review period).

Priority action 5): *We will have continued to build the case for public payment for public goods with the support of NPE (Future of Farming paper and using the White Peak as an example) and other partners through the NPMP. We will support farmers through the changes in support schemes to help them keep farming in a way that sustains and enhances the special qualities.*

The Authority responded to the DEFRA consultation on "The future for food, farming and the environment" and has been working with DEFRA and other national parks to shape future policy and support systems for the delivery of public benefits by the uplands and protected landscapes. In December officers took part in a meeting between National Parks England and Defra to influence the design of the new ELM scheme.

See above: Priority Action 3

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Indicators: see table above

Service plan actions linked to 'Our Focus': see above

Issues arising and action to address:

Priority Action 1:

- **RAG Rating:** Amber
- **Issue:** The Birds of Prey Initiative has reported mixed success for various species
- **Action:** We are working with partners to tackle the causes of the poor outcomes for some key species

Priority Action 5:

- **RAG Rating:** Amber
- **Issue:** Area of NP land safeguarded in agri-environment schemes reduces because of Brexit uncertainty and continuing issues with Countryside Stewardship
- **Action:** See above

Risk implications: Noted above

Directional Shift 2: Connect people to the place, the park

Our Focus:	2018-19 Priority Actions	Progress (RAG)
1. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support	We will have developed, agreed and be implementing comprehensive strategies for: 13. Volunteering.	RED
	15. The National Park and Authority brands.	GREEN
2. Improve access to the National Park for less represented audiences, in particular young people under 25		
3. Improve access to the National Park for less represented audiences, in particular people living with health inequality	7. Using the Accord and insight on data, we will have identified the best route for PDNP to engage in the well-being and health agendas, including the identification of relevant funding streams.	AMBER
4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters	13. We will have: <ul style="list-style-type: none"> • clarity on the scale of our volunteer recruitment and retention ambitions; • created the processes for recruitment and retention (including any beneficial integration with supporter relationship management systems); • tested recruitment campaigns. 13. a single platform for volunteering.	AMBER

Corporate Indicator	Target 2018-19	Status at Q3
2. Number of people experiencing the benefits of the Peak District National Park from our target audiences of:		
a) young people under 25	19,846 (+5% vs. 2015-16)	Only reported Q2 and 4
b) people living with health inequality (particularly mental wellbeing)	1,000	Only reported Q2 and 4
c) volunteers (expressed as volunteer days)	10,003 (+5% vs. 2015-16)	Only reported Q2 and 4

Overview:

The continued strength of our school programme coupled with the growing reach and profile of the National Park and Authority is the performance highlight. The volunteer initiative has all the right systems now in place; the requirement is to create a long-term recruitment and retention plan designed to bring significant new resource to the Authority to enable it to meet its financial, engagement and landscape objectives. Engaging with the health agenda to the extent and approach set out originally within the corporate plan period is going to be difficult. Each quarter we see progress which, due to its national scale and need for multi-partner input, will be slow and steady as opposed to rapid and revolutionary.

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In Q3, we have seen our reach to new audiences grow due to our partnership working. This quarter has seen lots of activity from the South West Peak Landscape Partnership in work with young people, volunteers and on targeted health and wellbeing projects. The development of the Ambassador Schools and Centres programmes will enable us to work with partners to pass on our key messages to many more young people who visit the National Park but may not have direct contact with our services.

Progress against priority actions, indicator(s) and focus:

Focus 1, Priority Action 15:

- The key actions under these two headings are captured in the narrative from Cornerstone 1, Shift 3 and Shift 4 on brand reach and profile, visitor experience development and income growth.
- The charity development work has continued at pace. Trustees have been appointed and registration documents have now been submitted to the charity commission. The first meeting of charity trustees took place on 5th December, and included a visioning session which will inform the future strategy. Q4 will see website and brand development for the charity and development of fundraising plans.

Focus 1, Priority Action 15: see Focus 4 and Priority action 13 below

Focus 2:

- Q3 has seen the new Junior Ranger group at Edale start. Plans are going well for new groups at Langsett and in the SWP early next year.
- During Q3, we have seen informal work with families and pre-school children flourish, this includes our Nature Tots programmes at Longshaw and Macclesfield forest, which are oversubscribed, and the WildChild programme that is part of the SWP landscape project.
- In Q2, we held a residential bringing all the National Park Junior Rangers together at Edale. The Junior Rangers also sent two representatives to the Europarcs Conference in the Cairngorms; they have come back inspired and full of ideas to try.

Focus 3, Priority Action 7:

- Q3 has seen the Miles without Stiles project – which creates and promotes easy to use routes – named Large Project of the Year in the Accessible Derbyshire Awards, held at Chatsworth. The project – partly funded by sponsorship from Yorkshire Water – highlights accessible routes which can be enjoyed by everyone. There are currently 20 routes on our website, with more being developed.
- In Q3, several projects that form part of the South West Peak landscape partnership have focused on mental health and wellbeing including ‘Looking in, Looking out’, an accessible arts project delivered by a Borderland Voices to promote mental health through the arts, using the SWP as inspiration.
- Q2 saw our health walk programme grow with new Dementia walks.

Focus 4, Priority Action 13:

- Work to migrate the data of the current volunteers on to the new volunteer management system to enable self-service is slowly taking place. Some extra resource had been allocated to this to enable the Better Impact system to be comprehensively rolled out in Q3 but this was delayed to Q4 due to recruitment of a new Outreach Support Officer. Moors for the Future are now using Better Impact and will support roll out in the CDO Directorate.

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- In Q3, resource was allocated to support the delivery of our volunteering ambition for the new corporate objectives. How this resource will be best used will be decided in Q4.
- We have had a number of new volunteering opportunities in Q3 including 376 days from the Royal Engineers as they looked at possibilities of developing Brunts Barn and Trentabank classroom and ranger base. This is the third year that we have received support from the Royal Engineers to produce feasibility studies informing our developments. Volunteer numbers in the SWP partnership continue to grow now with 90 volunteers who completed 400 hours of volunteering in Q3, half of these carrying out surveys for our Barns and Buildings and Small Heritage projects.

Indicators: As reported at Q2 – not updated until end of Q4

Indicator 2 a): At Q2, delivery to young people continued to be a strength and well on track to reach the year-end target.

Indicator 2 b): At Q2, the figure of 802 was well on target to meet year-end target.

Indicator 2 c): At Q2, our volunteer numbers were slightly under target at 3,669. We use the guidance from the Heritage Lottery to understand the value of our volunteering and the table below gives an idea of this value for the first half of the year. This is to help build a corporate understanding of the value and role of volunteering.

Volunteer Figures 2018-19 Q2

	Unskilled @£50		Skilled @£150		Professional @£350	
	Days	Value	Days	Value	Days	Value
Volunteer Rangers	567	£28,350	850	£127,500		£0
L&D	40	£2,000	5	£750		£0
PPCV	685	£34,250	685	£102,750	102	£35,700
Events		£0		£0		£0
SWP	67	£3,350	74	£11,100	7.4	£2,590
MFF	156	£7,800	202	£30,300	3.8	£1,330
Cultural Heritage			72	£10,800		
Fire Watch	153	£7,650				
Totals	1668	£83,400	1888	£283,200	113.2	£39,620

Grand Total	£406,220
Days	3669.2

Issues arising and action to address

- Consideration needed regarding the best way to improve volunteering opportunities across the Authority, making best use of the additional resource allocated.

Risk implications:

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- Given that current volunteers are still able to carry out allocated tasks, the risk to core operational delivery is very low.

Directional Shift 3: Visitor experiences that inspire and move

Our Focus:	2018-19 priority actions	Progress (RAG)
1. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour	We will have: 12. A plan, including funding to support this, to upgrade existing and create and install new boundary stones at key access points.	AMBER
	8. Maximised relationships with water companies and maximised the presence of the Peak District national park at our own visitor service locations.	GREEN
	10. Developed a draft Supplementary Planning Document for public consultation.	RED
2. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for	9. Increased the impact of the refurbishments of our visitor centres to support our engagement and income aspirations.	GREEN
3. Provide quality new experiences that will generate new income to fund the place		

Corporate Indicator	Target 2018-19	Status at Q3
3. Brand awareness and understanding among existing audiences and potential supporters:		
a) % who know about the PDNP (compared with other comparator organisations/ causes)	a) Data collected on awareness, understanding and loyalty	a) Scoping awareness research projects
b) % who understand PDNP potential benefits/ services	b) >90%	b) Final collection for Q4
c) % who feel positive towards the PDNP	c) >90%	c) Final collection for Q4
d) % who are willing to support the PDNP	d) >90%	d) Final collection for Q4
4. Customer satisfaction with the PDNP experience	>90%	Final collection for Q4

Overview:

The experience of visitors when engaged with assets and services run by the PDNPA remains extremely positive. The challenge is translating this user satisfaction into tangible support. Relationships with utility companies remain positive at the operational level, but this is not mirrored in the development of strategic alliances. Given the scale and potential positive impact such organisations could bring to significant areas of the PDNP landscape, these relationships – alongside those with other large-scale partners with access to income,

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supporters/customers and key stakeholders – should be prioritised at senior manager and member level. PDNPA insight of its audiences – current and potential – requires more investment and consistent implementation.

Progress against priority actions, indicator(s) and focus:

Focus 1 & Priority action 12:

- In early Q4, we will be exploring the potential to pitch the boundary stones as a potential sponsorship opportunity.
- During Q2, the Countryside Maintenance and Projects Team Rangers received training in safe roadside working to enable many of the boundary markers to be maintained to a higher standard. Progress on sourcing funding to upgrade these key pieces of our brand collateral is dependent on the establishment of our Charity and subsequent prioritisation of demands.
- During Q1, we completed a survey of boundary markers in the National Park and a schedule of works to maintain these. We entered into dialogue with Derbyshire County Council's Highways Department regarding regular maintenance of those sites where traffic management is required for safety reasons.

Focus 1 & Priority action 8:

- Sensitive negotiations started in Q1 with United Utilities regarding lease arrangements for Outreach and Visitor Experience facilities to secure the best outcome for the PDNPA with regard to income, efficiency and presence. These conversations are still ongoing.
- Severn Trent Water has developed draft plans to improve the visitor experience at Fairholmes and is in dialogue with PDNPA regarding joint operation of the site. Officers are seeking to enhance the existing partnership arrangements and secure a higher profile for the PDNPA at the site.

Focus 2 & 3 plus Priority Action 9:

- In Q3, development of two Ranger-led experience days has been completed. The two days will be promoted with the Visit England experience collection for the Peak District next year, delivered over the summer. These days will be used to explore a viable business model to create income from these experiences.
- The Visitor Experience Development service has produced excellent retail displays at both Castleton and Bakewell with a Christmas theme and Castleton has achieved record daily sales during Q3.
- Development is underway to improve the Monsal Trail visitor experience at Millers Dale Station – reported in more detail under Cornerstone 1.
- Interpretation updates have previously been completed at Bakewell, Edale and final details updated at Castleton in September 2018. Visitor response has been positive.

Priority Action 10:

The Authority has undertaken a number of audits and visitor surveys at a range of visitor sites across the National Park. Officers have undertaken initial feedback and presentation of findings to the Senior and Operational Leadership teams. The intention had been to bring the early evidence together as a draft document by the end of 18/19. Competing work priorities (in particular the Development Management Policies examination, completion of our Transport Design Guide and the need to be responsive to emerging plans for the A628 Trans-Pennine road) have diverted Service resources from progressing the Recreation Hubs document to the desired stage. Nevertheless, the progress in other work alongside the solid platform provided by the survey and audit work means that confidence is high for a draft document for consultation into recreation hub sites during 2019/20.

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Indicators:

Indicator 3 a): The score under this indicator was reported in Q4 of 2017-18. There has been no measurement of reputation vs. comparators in the reporting period. We will be looking to revisit qualitative reputational research in Q4.

Indicator 3 b): Not collected in Q3, but in Q2 it was still significantly below the target – although the expectation of 90% of our audiences to fully understand the benefits of the PDNPA and PDNP and their services is probably unrealistic. The impact of our growing reach through social media, improved visitor experience assets and more confident and clear media messaging (see Cornerstone 1 content) should deliver an improvement on this KPI in the long term.

Indicator 3 c): Not collected in Q3, but in Q2 it was a strong performance once again; it is the failure to translate this high level of emotional warmth into tangible support that remains disappointing. Moves to improve the platforms through which to channel this positivity continue to be put in place.

Indicator 3 d): Not collected in Q3, but in Q2 it was a great score but as with indicator 3c the sentiment is not seen in the voluntary income KPIs.

Indicator 4): Not collected in Q3, but this is a consistently high score indicating that our visitor experience staff deliver great service. Again this will continue to need translating into actual support to be of real benefit.

NOTE: The insight from Indicators 3 & 4 is derived from people who are directly engaged with PDNPA services. This means the respondents' profiles will be skewed in terms of socio-economic profile and frequency of use. This 'regular', relatively captive audience is proving difficult to turn into active supporters. The biggest benefit in terms of extra resources for PDNPA purposes will only be delivered when the 'irregular, casual' audience can be converted.

Service plan actions linked to 'Our Focus':

Focus 3:

- We have gained planning permission to change the use of part of Hulme End Station to a cycle hire centre. Planned to commence operations in Q4.
- See Millers Dale Station update in Cornerstone 1 and Shift 4.

Issues arising and action to address: None

Risk implications: None

Directional Shift 4: Grow income and supporters

Our Focus:	2018-19 priority actions	Progress (RAG)
1. Increase our income from giving	14. We will have developed, agreed and be implementing a comprehensive strategy for fundraising through giving and sponsorship and increased the proportion of funds received.	AMBER
2. Achieve our commercial programme income targets	We will have: 14. Completed and got agreement for the long-term Commercial Development & Outreach plan.	GREEN
3. Develop / establish sponsorship relationships		
4. Secure external funding for major programme and partnership delivery	<i>[Millers Dale Station, as part of trails masterplan]</i> 11. We will have: <ul style="list-style-type: none"> identified the most relevant funding sources; submitted PI for the whole site redevelopment; submitted Stage 1 application to HLF. 	GREEN

Corporate Indicator	Baseline 2015-16	Target 2018-19	Status at Q3		
5. Amount and proportion of income by source:		5. a) Commercial increase: 5% by 2018-19 5. b i) Donations increase: 50% by 2018-19 2. d iii) Donations increase: 50% by 2018-19	Actual & (Proportion)	vs. last year	vs. plan
a) Commercial	£2,162,394 (17.8%)	No target	£1,793,468 (16%)		
i) Conservation & Planning	£362,909	No target	£285,985		
ii) Commercial Dev & Outreach	£1,610,618	£1,691,150	£1437,384	10%	13%
iii) Corporate Strategy & Devpt	£188,867	No target	£70,099		
b) Donations	£40,255 (0.3%)	No target	£24,581		
i) Donations (exc. legacy)	£34,230	£51,345	£24,581	14%	-36%
c) External funding*	£3,584,952 (29.5%)	No target	£3,933,677 (34%)		
d) Defra grant*	£6,364,744 (53.4%)	No target	£5,718,000 (50%)		
e) Total income	£12,152,345	No target	£11,469,726		
2. d) Non-trading income supporters (donors)					
i) Number of donations	Baseline	No target		34	
ii) Average value of donations	Baseline	No target		£172	
iii) Number of donations (exc. legacy)	151 (16/17)	227 annually by (18/19)		34	
iv) Average value of donations (exc. legacy)	Baseline	No target		£172	

*Some quarterly distortions will appear for proportions of Defra Grant and External Funding due to accounting process.

Overview:

Planning permission granted for the Millers Dale station redevelopment and the Hulme End cycle hire development. Each of these provides a platform to grow engagement, understanding and support.

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Works to improve the car park at Millers Dale Station have been completed and the redevelopment of the booking office building is underway. Trading services are performing well compared with Q3 last year, underpinned by renewed interest in our flagship visitor centre at Castleton and the good weather over the summer. Performance is significantly ahead of plan but these figures should be treated with an element of caution as income is not profiled for the year so is unlikely to be an accurate forecast of the year end position.

Although the above Indicators appear to show poor performance with regard to donations they are not an accurate reflection of the year end position. Our fundraising effort has focussed on the Mend Our Mountains Campaign during this year and donations to that cause are held by BMC until the end of the financial year. See below for more detail.

Progress against priority actions, indicator(s) and focus:

Focus 1 & Priority Action 14:

Peak District National Park Charity Development continues:

- Shadow board met and Chair agreed (Lesley Roberts). The draft constitution has been agreed and a draft business plan developed, both of which are needed for registration.
- The charity's registered name will be the Peak District National Park Foundation. Registration date is dependent on Charity Commission.
- 7 Trustees have been appointed (3 nominated by the Authority), charitable incorporated organisation (CIO) registration documents completed and submitted to the charity commission. Length of terms for Trustees had been agreed.
- Trustee induction and governance training is being developed/arranged with a first meeting of the trustees held on 5th December. Trustees have been invited to lunch at February's Authority Meeting to meet Members.
- A trustee workshop will focus on vision, ambition and joint working with the Authority.

Mend Our Mountains

- Campaign likely to run to end of financial year. Crowd funding for Great Ridge has secured £13k. Crowdfunding for Cut Gate bridleway, which has a lower financial target, has secured £4.5k to date.
- Great Ridge secured around £83k in total including Oglesby Trust (£40k), Ramblers (£10K) and donations from over 400 people. We've submitted an ambitious bid to Tarmac Community Landfill for the £63K remainder of the £145k target and will be notified of the outcome of that bid early in Q4.
- Great Ridge Ale produced by Peak Ales continues to generate a modest level of donations.
- Cut Gate campaign is 75% complete. A successful bid to the European Outdoor Conservation Association (EOCA) generated €30k and we supported Peak Horse Power to raise £7.5k from the British Horse Society. MTBers (mountain bikers) have raised further funds (e.g. through raffles and sponsored rides etc).
- Around £130k secured to date across Great Ridge and Cut Gate campaigns, which will be received by the Authority at the end of the campaign.

Increasing supporter numbers:

- Website work is continuing to improve the way in which we tell the story of support. This will provide an important insight for the Charity.

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- We will be recruiting an external consultant in Q4 to carry out a simple review of the Events Notification System and make recommendations for future operation, with particular regard to fundraising potential.
- ThankQ data input and collection is continuing with car park permit holders being added. CBST are being trained in ThankQ data entry by our Fundraising Support Officer.
- A micro-edition of OurPeak with a focus on the EOCA vote for Cut Gate was well received.

Focus 3:

- Partnership and sponsorship relationships remain either low level in value or very much under development. For example, we have secured donations from sales from a small number of SMEs operating within the PDNP.
- Eroica Britannia vintage cycle festival partnership work is ongoing, as the outcomes from the 2018 event are being considered by the Eroica team. We continue to work closely with them as these plans are reviewed and the 2019 event format takes shape. Eroica remains a potentially large fundraising opportunity but the relationship is struggling to move beyond a transactional one. At current levels the relationship could deliver c£2-3k without much resource input from the PDNPA. Given the size (and profile) of its audience, the event should be delivering significantly more.
- The relationship with Peak Resort remains informal and exploratory. Members were given the opportunity to hear about the development at the recent annual member tour. Its interest in the PDNP is primarily one of reputational support – the PDNP is a fundamental element of Peak Resort's offer – plus limited access to content and knowledge. The PDNPA's interest is access to the large volume of high-value visitors. Any proposal to formalise the relationship, particularly in relation to use of the PDNP identity, would be brought before the appropriate committee.
- The engagement relationship with RHS is in its infancy. Contact has been made with a commitment to explore opportunities for the 2019 RHS Chatsworth Show.
- The relationships with utility companies are dealt with elsewhere within this report.
- YHA national team met to discuss opportunities to work together, considering ways of sharing communications messages, social media alignment and other partnership opportunities. The conversation is likely to continue at a National Parks UK (NPUK) level rather than a Peak District NP level.
- We have created a brief and will be developing partnership opportunities during Q4.

Focus 4 & Priority Action 11:

- Planning approval has been gained for the change of use of Millers Dale Station and the refreshment concession opportunity advertised. Building contractors have been appointed to carry out the refurbishment of the station building. Work to develop and restore the ticket office building started early in Q3.
- Stage 1 application for ERDF Growth Programme funding approved. Full application scheduled to be submitted in Q4. Planning approval to re-roof the goods shed has been granted and this work is dependent on external funding.
- HLF priorities for funding are currently under review but an application has been invited and is likely to be made at the end of Q4 or early in Q1 of 19/20 financial year.

Indicators:

- **Indicator 5 a):** The trading services are currently performing strongly versus plan and last year. If this year's performance is maintained, the cumulative three-year plan will be met.
- **Indicator 5 b):** Donations continue the disappointing trend from last year. Investigations continue into potential partnerships and events that could boost voluntary donations. The timeframe for the establishment of a charity means it will not impact on this year's results.

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- **Indicator 2 d):** The narrative on this indicator is as per that for 5b but with the added element of a lack of a supporter database and recruitment programme.

Issues arising and action to address:

- As per the narrative above.

Risk implications:

- Lower than planned levels of non-national park grant income.

Cornerstone 1: Our assets

Our Focus:	2018-19 priority actions	Progress (RAG)
1. Reduce the size of our property portfolio and retain what we need 2. Ensure that the Trails, Stanage, North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts 3. Get the basics right on the visitor infrastructure we own and operate, from both a local and visitor perspective 4. Increase the value of our brand and its reach	16. We will have all the relevant information (in particular condition surveys of all our properties), plans and resources to undertake a review of the Asset Management Plan.	GREEN

Corporate Indicator	Target 2018-19	Status at Q3
6. Percentage of assets that meet the standards set for: a) Maintenance	Define methodology	Not reported at Q3
b) Environmental performance	Define methodology	Not reported at Q3

Overview:

The management of assets to enhance visitor experiences, landscape and conservation outcomes, boost understanding and grow support continues in line with the plan. Disposals are on track and our reputational reach is seeing significant growth. The challenge in terms of maintenance continues to be one of matching resource to the size of the overall estate.

Progress against priority actions, indicator(s) and focus:**Focus 1 & Priority Action 16:**

- Two meetings of the Corporate Property Asset Management Group (CPAMG) have been held including with the Lead Member representing Property and Asset Management.
- Condition surveys have now been completed and the results fed into the CPAMG and RMM for ongoing consideration
- The sales of a further 5 woodlands have been progressed with strong offers being tendered on all of them. Legal work to complete the sales will continue into Q4. Once this legal work has been completed, the proposed disposal of up to 10 minor properties will commence.
- Work with regard to future options for Brosterfield and Lower Green House Farm is ongoing, with a view to resolving their futures in the next 6 months.

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Focus 2:

- Work to develop specifications for the identified repairs to trails structures are still in development in consultation with relevant specialists within the Authority.
- The refurbishment of Steps Farmhouse on the Warslow Moors Estate has been completed and the property re-let on a residential tenancy.
- Preparatory work to develop the approved new Estate Base on the Warslow Moors Estate will commence in Q4.
- A defective footbridge on a footpath at Cheedale has undergone structural survey and replacement will be procured in Q4.
- Cattisside cottage is now cleared of rubbish and surrounding vegetation. Essential drainage works will be undertaken in Q4.
- A contractor has been appointed to carry out a significant resurfacing project on a deteriorating section of the Tissington Trail. Work will commence in Q4.

Focus 3:

- In Q3, interior works to North Lees Campsite reception have been completed, including welcome desk/office equipment, storage and retail display space complete.
- Millers Dale Station planning application approved in Q2 and a concessionaire has been selected to operate the café and information point on the Authority's behalf. Lease to be signed in early Q4 Feedback via social media showed widespread public support for the proposal.
- A stage 1 application was submitted to the RDPE Growth Fund to conserve the Millers Dale goods shed by replacing its roof and utilising the space for interpretation. This project has been approved to progress to stage 2 and the full application will be submitted in Q4. The total value of this project, if approved will be just under £390K and will bring in just under £300K to help maintain and improve an important heritage asset. Planning permission is required prior to submission of the full application along with 3 quotes/tenders for the work. Planning permission was granted at the end of Q3 and the building works are out to tender. A separate tender for interpretation has been drafted and will be issued early in Q4
- Significant vandalism at Hollin Bank toilets has necessitated closure toward the end of Q2 whilst repair work is arranged. Two quotes now being sought with approval and repairs planned to take place early in Q4 ready for the 19/20 season.

Focus 4:

- Work has continued throughout the first three quarters of the year to develop brand touchpoints at North Lees campsite and Edale visitor centre, creating a more welcoming and professional appearance whilst maintaining the character of and sensitivity to the audience present at each site. Brand touchpoint signage at North Lees is in production with installation scheduled for Q4. Landscape improvements to customer experience were completed in Q3. In parallel with interior improvements, North Lees campsite will offer a contemporary on-brand welcome to visitors from Q4.
- New interpretation installations incorporating brand were completed as part of a major project at Bakewell, Castleton and Edale visitor centres in Q3.
- Planning application for Edale signage submitted in Q3. Additional drawings requested by planning require external survey and CAD design. Re-submission and production expected in Q4.
- Strong progress in Q3 with communicating our position on controversial issues; including the moorland burning, a variety of wildlife management topics and Millers Dale Station development.

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- A cross-team Marketing and Communications approach supported the inaugural PDNP Planning Awards, resulting in a well-branded and professional event, with associated digital exposure and local press coverage.
- Brand and reputational management outputs during Q3 included extensive media-management in relation to the 'lost villages' at Ladybower reservoir; reducing impacts on ground staff and minimising coverage of the issue to reduce further footfall.
- A study investigating the use of plastics and perceptions among visitors and retail consumers was completed in Q3 as part of a Sheffield Hallam University placement scheme. This will underpin our approach to product procurement and issues such as single use plastics from Q4 onwards.
- Social media continues to be a platform where we can quickly share National Park messaging in the post-summer Q3, which is typically our quietest quarter of engagement across the year as wider visitor and tourist interest declines. Extensive interest in issues such as wildfires also raised engagement in Q2. Despite this, overall audience growth of 3.7% was a strong performance set against 2.1% in the previous quarter. It should also be noted that reporting deadlines mean data does not cover the whole quarter. Encouragingly, growth in excess of 20% is reflected on our more contemporary platforms such as Instagram, whilst our core channels of Facebook and Twitter continue to increase.
- For interest and baseline data, our age demographics are shared for this quarter; showing the strong emphasis on the 25-45 age bracket, increasing (not unexpectedly) to around 55 for Facebook followers. The Authority maintains a female-orientated following across our core channels (c.60%). This is broadly in line with overall UK statistics, where women typically see around a 10-12% increase in social media use over male counterparts. BAME and other demographic data is not currently available.

Quarter 3 (1 October to 13 December 2018)

Social media type	Total followers	New followers	Rise in followers (%)
Twitter	56,448	718	+2.4%
Facebook	23,029	1,030	+4.6%
Instagram	3,892	693	+21.7%

Total fans gained 2,441 – rise of 3.7%

Top 5 tweets

- **5 December** – 'Nature detectives' (identify trees by their twigs) – 246K reached
- **5 December** – International Volunteer Day – 118K reached
- **14 November** – Castleton Lights Switch-On – 111K reached
- **27 November** – Mend Our Mountains 'Peak Horse Power' donation – 104K reached
- **23 November** – Forget Black Friday, celebrate National Tree Week instead! – 56K reached

Top 5 Facebook posts

- **14 November** – Castleton Lights Switch-On – 50K reached
- **27 November** – Mend Our Mountains 'Peak Horse Power' donation – 10K reached

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- **20 November** – Derwent reservoir issues – 8K reached
- **22 October** – Autumn ParkLife – 7K reached
- **16 October** – Reverse waterfall video at Kinder – 7K reached

Total reach in Quarter 3

- **Total social media reach:** 2,154,053 (down 46% on Q2)
- **Website total hits:** 385,086 (down 53% on Qtr2)

Twitter demographics

Followers by age	Percentage
18-20	3.5%
21-24	9.3%
25-34	30.6%
35-44	32.6%
45-54	14.3%
55-64	6.3%
65+	3.4%

Followers by gender	Percentage
Female	40%
Male	60%

Facebook demographics

Followers by age	Percentage
13-17	0.3%
18-24	4.7%
25-34	25%
35-44	31.6%
45-54	23.6%
55-64	9.4%
65+	5.4%

Followers by gender	Percentage
Female	62%
Male	38%

- The second issue of a refreshed ParkLife magazine was distributed during Q2, with customer feedback indicating a positive response to a wider distribution among National Park fringe areas. An online digital edition is attracting in excess of 3,000 views. An online survey remains active, with 90%+ respondents indicating they read 'all or most of' the magazine. Delivery inconsistencies were brought to our attention and more stringent mapping and tracking of delivery areas will be introduced for the spring edition in Q4 to monitor and ensure distribution meets expectations.

Indicator 6 a): Not reported at Q1, 2 or 3

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Indicator 6 b): Not reported at Q1, 2 or 3

Issues arising and action to address:

- None

Risk implications:

- None

Cornerstone 2: Our services

Our Focus:	2018-19 priority actions	Progress (RAG)
1. Deliver our services in a customer focused way	6. We will have an integrated conservation service for land managers and communities.	AMBER
2. Ensure clear policies are in place through facilitated and effective engagement and communication	20. We will have an agreed mechanism to review the Core Strategy.	AMBER
3. Ensure appropriate regulatory action	See Corporate Indicators 9 a) and 9b)	GREEN

Corporate Indicator	Target 2018-19	Status at Q3
7. Proportion of planning appeals allowed	<30%	37.5%
8. Proportion of planning applications determined in a timely way		
a) 13 weeks – major	a) >70%	a) No decisions
b) 8 weeks – minor	b) >70%	b) 85%
c) 8 weeks – other	c) >80%	c) 98%
d) 13 weeks – county matters	d) >70%	d) No decisions
9. a) Number of enforcement cases resolved	30 per quarter	40
9. b) % of enforcement enquiries (excluding minerals and waste) investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days	>80%	93%
10. Customer satisfaction with Planning Service:		
a) Applicants/ agents	tbc	tbc
b) Parish councils	tbc	tbc
c) Residents *	>38% **	Not collected this quarter
d) Pre-application advice	>75%	Not collected this quarter
11. a) Number of complaints received	<20	3
11. b) % complaints dealt with in accordance with agreed deadlines	>90%	100%
11. c) Satisfaction with first and second lines of enquiry (planning)	Baseline (75% target)	75%

* Residents' Survey every 3 years (Baseline 2012, data 2016) ** Based on 2016/17 survey

Overview:

Performance on planning applications has exceeded targets in the last quarter, as has performance on monitoring and enforcement. Appeal performance was below target, but none of the cases allowed raised significant issues. Further work was carried out to respond to the Inspector's requests following the examination into the Development Management policies and the revised Plan was published for consultation in December;

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consultation runs to the end of January. The updated NPMP was published in July 2018 and meetings are now being held with partners to develop actions. A very successful Planning Awards event was held in November.

Progress against priority actions, indicator(s) and focus:

Priority action 6): *We will have an integrated conservation service for land managers and communities*

A project report was produced in Q2, setting out the current status of the project and detailing future actions; these actions are now being worked on.

Priority action 20): *We will have an agreed mechanism to review the Core Strategy*

See overview.

Indicators: (see tables)

Service plan actions linked to 'Our Focus':

- A very successful Planning Awards event was held at Thornbridge Hall in November, with a focus on promoting high quality design and conservation work in the National Park. The awards will be held every 2 years.
- The Development Management DPD modifications have now been finalised and are currently the subject of a consultation exercise through to the end of January. It is anticipated that the DPD will be adopted by May 2019 following receipt of a report from the Planning Inspectorate.
- The final version of the Bakewell Neighbourhood Plan has been submitted to the Authority for a compliance check and final stage consultation prior to referendum. The Leekfrith Neighbourhood Plan is almost at the same stage.
- The small grants allocation for 2018/19 has been spent (10 projects) with outstanding bids demonstrating the value and ongoing need for the grant.
- Evidence into changing population demographic was completed as the first stage of evidence collection for the Local Plan review. The findings were presented to the Members' Forum in October.
- Ongoing involvement by officers to assess the impact of Upgrade Programmes for the A628 Woodhead Pass. This involved a meeting with a Highways England Design Panel which has been appointed to advise on the proposed A628 upgrade, with a significant length of tunnel and potential dual carriageway.
- The Monitoring and Enforcement team have exceeded their targets for the quarter and have progressed with enforcement notices on some significant issues. Two enforcement notices were served in respect of moorland tracks and appeals have been submitted in both cases.
- The number of appeals allowed (37.5%, 3 out of 8 appeals determined) is higher than the KPI but all those cases allowed are site-specific design assessments which do not raise any major policy or impact concerns.
- Performance on planning applications is above the targets. As noted in the last quarterly report, planning performance will be reported to Planning Committee on a quarterly basis, starting from December 2018 so that the Committee has a clear understanding of the performance figures that are being considered by the Government.

Issues arising and action to address:

- **Our services, Indicator 7:** The percentage of appeals dismissed was 37.5% in the last quarter (4 of 8) – see above for discussion.
- **Our services, Indicators 8 and 10d:** Performance on dealing with planning and other applications has been above target in the quarter. This reflects the relative stability in the Development Management teams but the workloads are still relatively high and performance on dealing with enquiries is below target.
- **Our services, Indicator 9a:** The target for resolving enforcement enquiries cases was exceeded in the quarter but we are still looking at additional resources from underspend to address the backlog of old cases.

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- **Our services, Indicator 10b:** Officers continue to work with Parishes, either through the Peak Park Parishes (PPP) Forum or through individual parishes to understand their concerns. A meeting is scheduled with the PPP Forum in January. A monthly Parish Bulletin is being produced by the Planning Liaison Officer.
- **Our services, Indicator 11a:** The number of formal complaints is low, with only three in the quarter. This reflects an approach that seeks to deal with customer concerns before they escalate into formal complaints. No cases were referred to the Ombudsman.

Risk implications: None.

Cornerstone 3: Our organisation

Our Focus:	2018-19 priority actions	Progress (RAG)
1. Develop and maintain appropriate standards of corporate governance		
2. Implement our medium term financial plan		
3. Develop key business processes underpinning the Corporate Strategy	18. We will have an updated Corporate Strategy for the period 2019/20 – 2023/24.	GREEN (completed in Q3)
	19. We will have an updated National Park Management Plan that includes the special qualities and is supported by partners.	GREEN (completed in Q1)

Corporate Indicator	Target 2018-19	Status at Q3
12. Audit conclusions showing satisfactory governance arrangements in place	Achieve	GREEN (completed in Q1)

Overview:

At a meeting held on 7th December 2018, Members approved the Authority's new Corporate Strategy which will run from 1st April 2019 to 31st March 2024. The new corporate strategy is based on the understanding that national park landscapes are hugely important to the nation's health and wellbeing, making a significant contribution to the economy through tourism and farming and providing attractive places for people to live, work, visit and enjoy. Through the new strategy, we will deliver our contributions to the National Park Management Plan and work towards achieving our vision: "For the Peak District to be loved and understood as the UK's original national park".

Progress against priority actions, indicator(s) and focus:

Priority action 18): *We will have an updated Corporate Strategy for the period 2019/20 – 2023/24.*

This priority action was achieved in Q3. On 7th December 2018, Members approved the Authority's new Corporate Strategy 2019-24. Work will commence in Q4 of 2018/19 to plan for the delivery of the outcomes identified in the strategy.

In Q2, work continued to develop the Authority's Corporate Strategy 2019-24. A workshop with Members of the Authority took place on 21st September 2018. This provided an opportunity for officers to brief Members on where we are on delivery of our current Corporate Strategy and for Members to input into the development of our future Corporate Strategy.

In Q1, a series of similar workshops with the Senior Leadership Team and Operational Leadership Teams were held. Team Managers and all staff were briefed on the work undertaken to date. Three clear outcomes around landscape, communities and audiences were developed and we began the process of developing performance measures to ensure progress can be tracked. Work to identify the actions that will deliver the three outcomes began alongside checking the extent to which our resources are aligned to these outcomes.

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Priority action 19): *We will have an updated National Park Management Plan that includes the special qualities and is supported by partners.*

This priority action was achieved in Q1. The second public consultation on the updated National Park Management Plan (NPMP) closed in April 2018. We had a good overall consultation response and the comments received on the special qualities were supportive. Following consideration of the comments received, the NPMP was amended and was formally adopted by the Authority at a meeting on 25th May 2018.

Indicators:

Indicator 12): *Audit conclusions showing satisfactory governance arrangements in place*

This indicator was achieved in Q1. It was reported to the Audit Resources & Performance (ARP) Committee on 20th July 2018, that the External Auditor had not identified any concerns relating to the Authority's compliance with the Code of Corporate Governance.

Service plan actions linked to 'Our Focus':

Our Focus 1): *Develop and maintain appropriate standards of corporate governance*

In Q3, Members agreed to undertake a review of the Authority's governance arrangements. A report to the Authority on 7th December approved the scope of the review and established a working group. The review had arisen from recent informal discussions between Members and Officers indicating a desire from Members to explore ways in which the Authority's existing governance arrangements could be enhanced.

At a meeting of the Authority on 5th October, the Member Learning and Development annual report was approved. The report set out a learning and development framework for Members and the proposals for the next annual programme of events from January to December 2019.

At a Resource Management meeting held on 4th December, a report providing an update and annual review of the Minerals & Legal Finance Plan was approved. The associated reserve recognises that the Authority is exposed to significant financial risk in pursuing prohibition and revocation orders, imposing restrictive conditions and defending appeals. The reserve is based on a case by case risk assessment and contributes to demonstrating that the Authority adopts and maintains good governance arrangements.

At a meeting of the ARP committee held on 2nd November, the Annual Report of the Due Diligence Panel was approved.

In Q2, Members approved the 2018/19 Internal Audit programme. The work to be undertaken will provide our Internal Auditor with sufficient evidence to form an objective opinion in relation to the Authority's governance, risk management and control frameworks. The planned work includes a wide range of audits covering strategic risks, financial systems, regulatory requirements and operations.

At their meeting on 7th September 2018, Members of the ARP Committee considered the Local Government and Social Care Ombudsman's Annual Review of Complaints for 2017/18. It was noted that no concerns relating to the performance of Authority had been identified by the Ombudsman.

A fourth new Member was appointed to the Authority during Q2.

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In Q1, an Annual Governance Statement (AGS) was prepared and the unaudited AGS was published on 30th May 2018 in advance of the statutory deadline. The Authority's External Auditor (KPMG) subsequently confirmed that the Authority's AGS complies with the guidance issued by CIPFA/SOLACE (Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives).

A Members Appointments Panel process was put in place to assist decision making at the Authority's Annual General Meeting (AGM) on 6th July 2018. We also welcomed three new Members to the Authority who have been through our induction programme.

Our Focus 2): *Implement our medium term financial plan*

In Q3, at a workshop held on 16th November, Members were provided with information and invited to ask questions relating to the 2018/19 and 2019/20 revenue budgets, the Capital programme and reserves position. Subsequently, information relating to the Authority's comparative position, against other national park authorities, in respect to external income, borrowing and reserve levels was circulated to all Members.

In Q2, all statutory and regulatory returns in respect of the 2017/18 financial accounts were completed.

In Q1, the Authority's 2017/18 financial accounts were presented to the ARP committee on 18th May 2018. It was reported to the ARP Committee on 20th July 2018 that the External Auditor had issued an unqualified opinion in relation to the 2017/18 accounts and that they considered the Authority to have suitable arrangements in place to ensure it takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes. It was further reported that the External Auditor is satisfied that the Authority has appropriate arrangements in place to secure economy, efficiency and effectiveness in the use of resources.

Our Focus 3): *Develop key business processes underpinning the Corporate Strategy*

In Q3, an invitation to tender to provide the Authority with Internal Audit services to commence on 1st April 2019 was published.

In Q2, an independent and comprehensive review of the Members Allowances Scheme was undertaken by Dr Declan Hall. Dr Hall's report was considered at the Authority's AGM on 6th July 2018 and the recommendations relating to specific changes and the general operation of the scheme were adopted.

The Authority's 2017/18 Environmental Management Annual Performance Report was presented to Members of the ARP Committee on 7th September 2018. It was noted that performance continues to improve and the Authority has achieved a 29% reduction in carbon emissions against the 2009/10 baseline.

In Q1, Members approved the structure, content and focus of the Authority's 2018/19 Performance and Business Plan at the Authority meeting on 25th May 2018. The plan was published on the Authority's website prior to the statutory deadline of 30th June 2018.

In the Internal Audit Annual Report for 2017/18, presented to Members on 18th May 2018, the Head of Internal Audit expressed his opinion that the framework of governance, risk management and control operating in the Authority provides substantial assurance.

Risk implications:

The Authority's Corporate Risk Register for 2018/19 was approved on 18th May 2018 by the ARP Committee. The risk register will be reviewed on a regular basis throughout the financial year.

Cornerstone 4: Our people

Our Focus:	2018-19 priority actions	Progress (RAG)
1. Ensure the Authority shape is fit for the future		
2. Retain, develop and recruit the right people in the right place at the right time, with the right resources	17. We will be implementing our Workforce Plan, monitoring progress and taking corrective action as appropriate.	GREEN
3. Embed, in the way we work, our organisational values of people matter, performance matters, communities matter and every day matters		

Corporate Indicator	Target 2018–19	Status at Q3
13. Employee engagement – based on new Staff Survey	No staff survey planned	N/A
14. Implement recommendations of the 2016-17 Investors in People assessment	Delivery of Action Plan	IIP Actions were incorporated into the 2017 “People Matter Action Plan”
15. Sickness levels*: a) % of total time lost due to sickness	a) 2.3% quarterly 2.15% annually	2.1%
b) Hours per FTE	b) 11.1h quarterly 44.4h annually	10.6h
c i) Absence: sickness frequency rate **	c i) 25% quarterly 100% annually	26%
ii) Absence: individual sickness frequency rate (reported at Year-end) ***	ii) No target	N/A
d) Value of total time lost (expressed as pay cost)	d) £26,750 quarterly £107,000 annually	£24,395
16) Staff turnover	ACAS standard to be used (Annual range 9-15%)	2%

* All sickness indicators should be considered together for a full understanding of the overall picture.

** The absence frequency rate calculates the average number of periods of absence per employee as a percentage. It gives no indication of the length of each sickness absence period and no indication of employees who have taken more than one period of absence. For example, an outturn of 100% means that, on average, there has been one absence for every one employee. For context, an outturn of 50% would mean that, on average, there has been one absence for every two employees.

*** This shows the proportion of staff that have had one or more spells of absence in the last year. A lower score indicates a smaller proportion of staff having time off. A higher score indicates a larger percentage of staff having time off. This score should be looked at in conjunction with 15 a), 15 b), 15 c) i) and 15 d).

Overview:

The development and deployment of staff is a key factor in determining the Authority’s overall performance. At a workshop held on 16th November, Members were updated on a wide range of employee related issues and their views were sought on proposals to improve the Authority’s existing development and performance arrangements. The results of the recently completed Investors in People (IIP) survey were discussed at the staff briefings that took place during Q3 and a report containing the full results has been circulated to all Members and staff. During Q4, the Authority will be formally assessed against the new IIP standard.

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Progress against priority actions, indicator(s) and focus:

Priority action 17): *We will be implementing our Workforce Plan, monitoring progress and taking corrective action as appropriate.*

During 2017/18, a framework and related processes for the development of comprehensive workforce planning was implemented. Workforce planning has now been integrated into the Authority's business planning and joint performance appraisal and review (JPAR) processes. The Authority's Head of HR continues to support Heads of Service to consider their current and future workforce requirements.

Indicators:

Overall sickness absence performance remains good.

Service plan actions linked to 'Our Focus':

Our Focus 1): *Ensure the Authority shape is fit for the future.*

In Q3, at a workshop held on 16th November, Members were provided with information relating to the composition of the Authority's workforce and updated on important human resource-related projects including talent management, apprenticeships and the implementation of the new national pay scales.

The full results of the recent IIP survey were published to all staff and Members. The results included benchmarking information comparing the Authority against other IIP registered organisations across nine specific performance indicators. As expected, the survey highlighted areas of strength and areas where improvements could be made. The next step will be for the Authority to be formally assessed against the new IIP standard. The assessment, which will include interviews with members of staff selected at random, will take place during Q4.

In Q2, to support the Authority in seeking to continually improve its performance, all contracted staff were asked to complete an IIP survey. The survey results provide information allowing the Authority to be benchmarked against other IIP accredited organisations in order to identify any potential improvements that could be made to the way we work.

In Q1, the restructuring exercise undertaken within the Commercial Development and Outreach Directorate during 2017/18 concluded the work necessary to implement the Authority's current three directorate model. Further minor structural reviews are planned during 2018/19, including the Authority's Property Support function and Finance Services.

The Local Joint Committee (LJC) provides an important role in the consultation arrangements involving the Authority's Members and employees. At a meeting of the LJC held on 8th June 2018, it was agreed to increase the frequency of meetings to encourage greater participation and engagement.

Our Focus 2): *Retain, develop and recruit the right people in the right place at the right time, with the right resources.*

In Q3, the Authority agreed to adopt a new capability procedure to manage poor performance. Prior to this new procedure being adopted, poor performance relating to capability (i.e. the ability to undertake an assigned task) had been dealt with under the Authority's disciplinary processes. Good practice advises that capability and

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conduct should be dealt with separately and the new procedure focuses on giving managers clear guidance and sets out how employees will be supported to achieve the performance levels required.

In Q2, we welcomed the first four new apprentices to the Authority. Three new apprentices are now working with the South West Peak Partnership and a fourth has joined the Authority's Democratic and Legal Support Team.

The Internal Auditor undertook a review of the Authority's payroll system, related procedures and external service contracts during Q2. This is an important audit due to the scale and nature of employee based expenditure. The results of the audit will be reported to a future meeting of the Audit, Resources and Performance (ARP) Committee.

In Q1, the Authority's Corporate Learning and Development Plan for 2018/19 was approved by the Senior Leadership Team on 14th May 2018. Work is now underway to implement the plan, which includes the significant expansion of the Authority's newly acquired online training and development system.

A snapshot of employee data was taken at 1st April 2018 and will be used for internal and external reporting purposes. This information was used to calculate the Authority's gender pay gap, 8.5%, which compares favourably with both the public and private sector averages of 17.7% and 21.1% respectively.

Our Focus 3): *Embed, in the way we work, our organisational values of people matter, performance matters, communities matter and every day matters.*

In Q3, the new Corporate Strategy 2019/24 was approved, which sets out clearly the Authority's organisational values. These values will support the delivery of the outcomes that have been identified and it is important to continue to communicate their existence and seek adoption at every opportunity.

The Authority's annual Joint Performance and Achievement Review (JPAR) process started in December. It provides the opportunity for every member of staff to discuss with their line manager how the work they undertake helps the Authority to achieve the outcomes that have been identified in the Corporate Strategy. The process is subject to continual review and improvement and this year the forms used were changed to enable the transition to use an online review system (HR Unity) next year.

Following a review of the Authority's Health and Safety Policy, the Local Joint Committee approved the adoption of a revised policy document at a meeting held on 11th October.

In Q2, as part of the 2018/19 Internal Audit programme, a review of the organisational culture that exists within the Authority was undertaken. The outcome of this review will be reported in due course.

A summary of the outcomes that had been achieved following the adoption of the People Matter Action Plan in September 2017 was sent to all staff. The Action Plan was developed to respond to issues identified in the 2017 staff survey and implementation progress has been monitored jointly by the Senior Leadership Team, Trade Union and Staff Committee representatives. The response to the changes introduced has been very positive.

In Q1, a key component in the development of the Authority's future Corporate Strategy was to identify seven specific ways of working that the Senior Leadership Team wish to see embedded throughout the organisation. It is envisaged that adopting these "We will always....." principles will support the Authority to focus more clearly on outcomes and support the development of even better internal and external relationships.

Issues arising and action to address:

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- **RAG Rating:** AMBER
- **Issue:** Implementation of the National Living Wage, with effect from 1st April 2019, will increase the costs of the Authority's services.
- **Action:** An initial pay modelling exercise to match current and new pay scales has been undertaken. The initial impact on the 2019/20 budget of moving employees to the new pay scale has been identified and budgeted for. Heads of Service have been informed and asked to consider the impact upon services. Further work will be undertaken to assess the potential indirect impacts (e.g. grade compression). Advice relating to the consultation arrangements to be adopted will be provided by the East Midlands Councils in due course.

Risk implications: None.